



CONSERVING CRITICAL COASTAL RESOURCES IN MEXICO

*Work Plan for Year 4
October 1, 2001 – September 30, 2002*

COASTAL RESOURCE CENTER
University of Rhode Island
Coastal Resources Management Project II

December 2001

*In collaboration with Amigos de Sian Ka'an
Conservation International/Mexico
University of Quintana Roo*

This five year project aims to conserve critical coastal resources in Mexico by building capacity of NGOs, Universities, communities and other key public and private stakeholders to promote an integrated approach to participatory coastal management and enhanced decision-making.

Conservation of Critical Coastal Ecosystems in Mexico is part of the Coastal Resources Management Project II, a partnership between the United States Agency for International Development and the Coastal Resources Center at the University of Rhode Island

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ACRONYMS

ALCOSTA	Alliance for the Sustainability of the Coast of Northwestern Mexico
ASK	Amigos de Sian Ka'an, A.C.
BEMAMCCOR	Belize-Mexico Alliance for Management of Common Coastal Resources
CCCEP	Mexico Conservation of Critical Coastal Ecosystems Project
C ³ RM	Conserving Critical Coastal Resources in Mexico
CCD	Committee for the Conservation and Development in Bahía Santa María
CECARENA	Center for Natural Resource Conservation
CIAD	<i>Centro de Investigación Alimentación y Desarrollo</i> – Research Center for Food and Development
CIMEX	Conservation International/Mexico
CRC	Coastal Resources Center
CRM II	Coastal Resource Management II Program
ECOSUR	<i>Colegia de la Frontera Sur</i> – College of the Southern Border
FY	Fiscal Year
GEF	Global Environmental Facility
GIS	Geographical Information Systems
GOC	Gulf of California
ICM	Integrated Coastal Management
IR	Intermediate Result
INE	<i>Instituto Nacional de Ecología</i> – National Ecology Institute of Mexico
LOP	Life of Project
MEO	Municipal Ecological Ordinance
MIRC	<i>Manejo Integrado de Recursos Costeros</i> – Integrated Coastal Management
MPA	Marine Protected Area
NGO	Non-government organization or civic associations
OEM	<i>Ordenamiento Ecológico Marino</i> - Ecological Marine Ordinance
OET	<i>Ordenamiento Ecológico Territorial</i> – Ecological Zoning Ordinance
RedMIRC	<i>Red de Manejo Integrado de Recursos Costeros</i> – Quintana Roo Coastal Management Network
SEMARNAT	<i>Secretaria de Medio Ambiente y Recursos Naturales</i> – Environmental Secretariat of Mexico
SEDUMA	<i>Secretaria de Desarrollo Urbano y Medio Ambiente</i> – Secretary of Urban Development and Environment
SICOMA	<i>Sistema de Informacion de la Costa Maya</i> – Costa Maya GIS
SO	Strategic Objective
UQROO	University of Quintana Roo
URI	University of Rhode Island
USAID/G/ENV	US Agency for International Development – Global Environment Center
USAID/Mexico	US Agency for International Development – Mexico Program
WWF	World Wildlife Fund
ZOFEMAT	<i>Zona Maritima Federal Terrestre</i> – Federal Maritime Zone Program

CONSERVING CRITICAL COASTAL RESOURCES IN MEXICO

Work-Plan for Fiscal Year 2002

PART I – BACKGROUND

Introduction

The *Conservation of Critical Coastal Ecosystems in Mexico* (C³RM) project supports USAID/Mexico's strategic objective "*to conserve critical and biological resources.*" The five-year project (FY 1998 – FY 2003) is implemented through the University of Rhode Island's Coastal Resources Center (CRC) in partnership with three Mexican non-governmental organizations (NGO). The project operates in two geographic areas—the southern portion on the State of Quintana Roo and the Gulf of California. The Mexico project was conceived as a vehicle for building capacity of NGOs and universities to promote integrated coastal management (ICM) as a conservation tool.

The original project acknowledges the modest investment of USAID in relation to the extensive coastline of Mexico and the challenges of management. As the document states, "This results package relies on developing the capacity of non-governmental groups and local universities to provide leadership and build public support for coastal management at the state level, as well as deepen their capacity to work towards tangible conservation results with coastal communities. At both project locations, USAID resources will assist organizations to gain experience in conducting demonstration activities; providing information; participating in advisory, coordination and decision making opportunities; working to expand professional capacity; and leveraging financial resources for coastal resource conservation and management." This strategy continues with the FY 2002 Workplan.

Within this context, CRC is attempting to 1) tangibly demonstrate how a coastal management approach can meaningfully contribute to the conservation of critical coastal ecosystems in three specific sites, and 2) to build the capacity of selected NGO and University partners to contribute to coastal management in the long term. Life-of-project targets and indicators have been developed for both improved/effective management and capacity building. (Box 1)

The primary partners in Quintana Roo are the Amigos de Sian Ka'an (ASK) and the University of Quintana Roo (UQROO). In the Gulf of California, the key partner is Conservation International (CIMEX). All three organizations have considerable technical expertise. However, when the project began they had relatively little integrated coastal management experience. Hence, building the capacity of Mexican partner institutions to catalyze and advance coastal management initiatives in Mexico was and is a precondition for progress in coastal governance initiatives. (Box 2) The challenge of achieving dual objectives (capacity building and conservation of critical resources) is substantial, given that partner organizations continue to have a high turnover rate of staff. For example, this year UQROO replaced three staff, making progress a continual challenge.

During FY 2002 the project will continue to focus on developing and implementing effective *place-based* examples of integrated coastal management within both estuarine and reef-lined environments. Efforts will be aimed at making stronger linkages with government at different levels, as a means to institutionalize both the process and the results. Exchange between project partners and other ICM practitioners will be a key element of building capacity for partners and associates. The USAID/Mexico mission assessment for the Environment portfolio will provide the project team with the opportunity to share experiences, evaluate lessons learned, and communicate opportunities for the future direction of ICM in Mexico. This will be useful to strategic planning for USAID, CRC, and to partner organizations. Anticipated FY 2002 results are found in Annex 1.

TEXT BOX 1
STRATEGIC OBJECTIVE:
CONSERVATION OF CRITICAL COASTAL RESOURCES

USAID/Mexico
Results Framework

*Coastal Program
Intermediate Results*

Management of Target Protected Areas and Other Critical Ecosystems are Improved



*IR 1.
Coastal management plans formally adopted and selected implementation actions underway along southern Xcalak Peninsula and Bahia Santa Maria*

Demonstration and Implementation of Sustainable Use Activities in Biologically Important Areas



*IR 2.
Low-impact practices for environmentally compatible coastal development are defined and utilized more effectively by private developers and in regulatory reviews*

Improved Policy for Conservation and Sustainable Use of Biological Resources



*IR 3.
Policy options are developed for the government consideration; processes are established to promote their adoption*

Improved Mexican NGO and Professional Capacity for Conservation of Sustainable Use of Natural Resources



*IR 4.
Improved capacity enables enhanced site-management, adoption of low-impact practices and more effective coastal policy for conservation and sustainable use of coastal resources*

TEXT BOX 2
Principles for Project Design and Implementation

- Work through and strengthen existing NGOs and Universities rather than creating a separate unit operated by CRC. Work directly with these partners to test and promote participatory methods with community groups, the private sector, government agencies, and other NGOs and universities.
- Strengthen partner capacity to catalyze and support governance processes.
- Assist partners to create ICM programs, which can endure staff turnover and political change.
- Promote exchange among ICM practitioners in the region and with other USAID projects in Mexico and Central America.
- Actively promote mechanisms for project learning, self-assessment and evaluation among stakeholders and project partners, and carefully document project experience and resulting progress toward ICM.
- Help partners leverage funds for complementary projects to extend the adoption of ICM policies & site management practices.
- Track progress on USAID program elements by providing input to Results Framework indicators and program reports.

CRM II-Leveraged Support to Mexico

It is important to note that this USAID-supported project works within a larger framework of action. Each project partner has an institutional strategy that addresses coastal resource management. The USAID project activities help build capacity of these institutions to achieve their own goals and to conduct activities in a way that attains USAID strategic objectives. Listed below are sources of leveraged funds which compliment the USAID project. In addition, the University of Rhode Island Coastal Resources provides an in-kind match of approximately 20%, in addition to the in-kind match of our partner institutions. This workplan identifies complementary activities and funds that have been leveraged by the project and partners.

Leveraged Programs and Funds for FY 2002	
North American Wetlands Conservation Act (Bahía Santa María)	\$ 95,000
USAID Biodiversity Funds for Energy Management Systems (Quintana Roo)	\$100,000
Commission for Environmental Cooperation (Xcalak Park)	\$ 25,000
University of Quintana Roo match for staff and operation (Chetumal Bay)	\$ 93,820
TOTAL	\$313,820

Work Plan Development

This work plan has been developed in collaboration with our Mexican partners following the principles of project design and implementation established by the program. Work plan activities are shown for each regional focus area - Quintana Roo (Part II) and the Gulf of California (Part III). For each area, activities are outlined for site management and regional initiatives. Xcalak and Chetumal Bay fall within Quintana Roo, while Bahía Santa María is included in the Gulf of California. Program management and implementation activities are described in Part IV, followed by the budget summary in Part V. Subcontracts that specify tasks, deliverables, budget, and timelines for each principal project partner (Amigos de Sian Ka'an, University of Quintana Roo, and Conservation International/Mexico) will be prepared based on this work plan. All partner contracts will cover the FY 2002 timeframe of October 1, 2001 to September 30, 2002 and will be performance-based. Annex 2 summarizes the deliverables and the schedule of completion of specified tasks.

Workplan development was initiated cooperatively with all three partner organizations, USAID and CRC. In August 2001, the project team had a two-day workshop in Chetumal to jointly assess progress to date and to confirm program goals for project completion in FY 2003. This provided an opportunity for current project team members, most of whom are new to each other this, to build a broader perspective and place the C³RM project within the evolving context of Mexico, and to prepare the outline of work for the remaining two years of the project. The workshop provided an opportunity for each of the teams to exchange information, techniques, and lessons learned regarding specific initiatives among teams. In terms of workplan development, each team developed outlines for future work, which was then followed by an exercise to critique the three presentations, look for common and conflicting approaches, and identify ways to foster connections among the two coasts. This mid-term assessment provided reflection on the opportunities and challenges of advancing ICM in the Mexican context, and the insights and advances made by the USAID/Mexico program in conjunction with other partner initiatives.

TEXT BOX 3

LESSONS AND INSIGHTS FROM MID-PROJECT REVIEW

- The evolving context of environment and coasts in Mexico creates unprecedented opportunities for successful place-based projects to influence federal and regional policy.
- Environmental Land Management plans, OETs, and other ICM- like mechanisms offer new opportunities as well as some challenges for achieving integrated decisions which are being explored through the C³RM.
- The changing context enables strategic partners to engage more effectively with the three levels of government in Mexico.
- C³RM must operate as one project, and there are in fact several points of intersection across site and regional level work on both coasts.
- Some of the ongoing experiments with integration mechanisms for Coastal Management are likely to be applicable locally as well as provide examples of regional and national importance.
- Experience on both coasts highlights the value in supporting the emerging networks and coalitions of organizations.
- The increasing role of municipal government presents a significant opportunity for the project, with positive results being valuable to the country's 167 coastal municipalities.
- Mexico is now beginning to support applied science for coastal management.

PART II - QUINTANA ROO

A. Xcalak Peninsula

Life of Project Goals for Xcalak	FY 2002 Objective
<ul style="list-style-type: none"> • Build capacity of NGO, community and government to carry out site management and low impact tourism practices. • Establish tangible demonstrations of site-based, participatory ICM as a tool to promote sustainable tourism development along a reef lined coast with low population density. • Promote development and use of low impact practices for tourism. 	<ul style="list-style-type: none"> • Prepare a Marine Park Management Plan for adoption and implementation. • Consolidate management initiatives, biophysical and socioeconomic monitoring, and application of best tourism development practices for areas of the Xcalak Peninsula into ICM action agenda.

Progress in Xcalak

Several elements of the Xcalak strategy were advanced this past year. The Xcalak National Park decree became official with its publication in the Official Register in November 2000 and the designation of an interim director. The management plan, developed through stakeholder workshops, is undergoing final review by a committee of national, state, and municipal institutions and user groups, with formal approval anticipated in early FY 2002. Community tourism programs have advanced through capacity building activities. Reef monitoring, conducted in collaboration with Xcalak Community members, has shown initial positive trends in the resource resulting from enhanced management of the *La Poza* no-take zone. The Amigos de Sian Ka'an was awarded a \$25,000 grant from the North American Commission for Economic Cooperation to support expanded fisheries management, enforcement, and monitoring efforts, providing information to track the impacts of park management measures. An initial draft of lessons-learned in the Xcalak process was developed to document ICM case studies, consistent with the methodology presented in the PROARCA Project. The Costa Maya Regional Land Ordinance, officially approved in October 2000, incorporated policy and practices defined by the 1998 *Normas Practicas* document, and provides a basis for decision making through the municipality and implementation committee recently established.

Status of FY 2001 Tasks

	<i>completed</i>	<i>ongoing</i>	<i>modified & ongoing</i>	<i>discontinued</i>
X.1 Protected Area Management Plan National Park “Arrecifes de Xcalak”				
Draft management plan	X			
X.2 ICM Action Agenda for Southern Xcalak Peninsula				
Xcalak lessons-learned document (1995 – 2000)		X		
Xcalak ICM Action Plan			X ¹	
Costa Maya GIS database compact disk	X			
X.3 Biological and Socio-Economic Monitoring				
Semi-annual technical report	X			
X.4 Normas Practicas				
English version of Normas	X			
Distribution Plan for manuals	X			

¹ It has been determined that it is more appropriate to update, authorize, and implement existing documents (urban image, tourism strategy and park management plan), rather than developing a specific ICM strategy document for Xcalak.

Overview of FY 2002 Activities in Xcalak Peninsula and Costa Maya

The program will continue to consolidate work in the region to improve participatory management in the Xcalak region as a demonstration for other appropriate coastal situations. Upon approval of a management plan, a park advisory committee will be formalized, consistent with Mexico's marine protected area regulations. Formal approval of the management plan is expected in early FY 2002. The Xcalak community strategy, originally published in 1997, will be updated and extended to take advantage of park plan implementation. This will include both the tourism component and the urban planning element.

At the Costa Maya level, technical support will be provided to the newly formed joint government-civil society OET Oversight Committee for implementation of the Costa Maya ordinance. Both ASK and UQROO are on the committee with government officials from municipality, state, and federal levels. The World Wildlife Fund (WWF), with leveraged funds from USAID/Mexico, is also expected to provide assistance toward effective implementation of this and other coastal OETs in Quintana Roo state.

A working group will be formed with members of the Environmental Secretariat (SEMARNAT) to institutionalize the use of the good tourism practices guidelines set out in the *Normas Practicas*. This group will be responsible for impact assessments, and the municipalities (that can guide development through ordinances). Support will also include better information for decision making through the Geographic Information System project, in collaboration with SEMARNAT and Federal Zone Department (ZOFEMAT) and the municipality of Othon P. Blanco. In addition, information will be provided to allow easier incorporation of good development practices into project decisions.

Complementary projects implemented by partners and colleagues include a comprehensive diagnosis of fisheries, development, and implementation of a fisheries management ordinance in conjunction with the community and marine park, funded by the North American Commission for Economic Cooperation. Building upon the advances of the good tourism practices in Quintana Roo, USAID/Mexico Energy Project has also initiated a pilot project to promote the use of Environmental Management Systems in hotels in the municipalities of Solidaridad, with specific interventions planned for Othon P. Blanco as well.

FY 2002 Activities and Deliverables

The following tasks X.1 through X.4 describe the planned activities for FY 2002 that will be executed by CRC and project partners.

Task X.1 Complete Protected Area Management Plan.

The project will support efforts of ASK and the community to participate in the Park Management Plan Revision Committee, organized by the state and federal governments. The project will help insure that community interests and recommendations for participatory management are advanced through this committee and negotiated within the final management plan.

Deliverables:

- 1) Summary brochure of Final Park Management Plan (September)
- 2) Signed agreements for implementation actions (co-management) between the National Park and the community (March, June)
- 3) Financial Plan for continued reef monitoring (February)
- 4) Documentation of the process (September)

Task X.2 Update Xcalak Community Tourism Strategy.

This year’s efforts will focus on advancing community-based tourism activities within the new context of the National Marine Park Plan and the Manatee Sanctuary Plan. Efforts will focus on revising and updating the 1998 Xcalak Tourism Strategy and insuring consistency within the protected area plans. The project team will work with the tourism cooperative; local, state, and federal officials; and private sector tourism promoters to revise and to adopt the updated strategy. Implementation activities include: developing a system of signs to enhance local tourism, submitting permits to authorities to initiate specific tourist activities, and enforcing tourist zones to insure compliance with guidelines established by the protected areas.

Deliverables:

- 1) Xcalak tourism master plan (August)
- 2) Four training courses for the Xcalak Tourism Cooperative on birds, reefs, administration and marketing (April)
- 3) Permits and guidance for operating tours in *Isla de los Pajaros* (March)

Task X.3 Adopt Guidelines for Urban Development.

Building upon the *Xcalak Guidelines for Development* (1999) and the *Normas Practicas*, the team will work with the municipality and the community to review, revise, and adopt municipal guidelines for future development of Xcalak. The use of the guidelines and subsequent municipal ordinance will be implemented in conjunction with the Xcalak urban plan and the Costa Maya OET.

Deliverables:

- 1) Master plan and ordinance drafted (March)
- 2) Submittal of ordinance to Municipal Council (March)
- 3) Early actions to improve community image (Dec, March, July)

Task X.4 Implementation of Good Management Practices.

Building upon the characterization of the Costa Maya and the *Normas Practicas de Desarrollo Turistico*, a working group will be established to incorporate specific conditions for permits and criteria for development. The working group will consist of members of the Costa Maya OET Oversight Committee, local practitioners and experts, and other officials who will be the targeted audience of this product. Additionally, representatives from the municipality of Solidaridad will participate in an effort to share experiences and to expand the use to the northern part of Quintana Roo.

Deliverables:

- 1) Working group formed with goals and products defined (February)
- 2) Technical assistance to 2 or more projects (April, September)
- 3) Process or methodology to evaluate projects and incorporate good practices (September)

B. Chetumal Bay

<p style="text-align: center;">Life of Project Goals for Chetumal Bay</p> <ul style="list-style-type: none"> • Increase the capacity of the University as an institution that supports integrated resource (coastal) management through academic, investigation, extension and outreach programs focused on Chetumal Bay and surrounding areas in Southern Quintana Roo. • Improve management of the bay by facilitating public participation and generating/disseminating information for improved decision making process. 	<p style="text-align: center;">FY 2002 Objective</p> <ul style="list-style-type: none"> • Undertake and complete a status and trends analysis of Chetumal Bay’s priority issues and educate key stakeholders on the importance of an integrated approach to bay management. • Work with NGO’s and government institutions to promote a united vision for low impact tourism on the bay alternative livelihood and resource management tool • Implement ICM Center at the UQROO
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Progress in Chetumal Bay

Several advances have increased support for an integrated approach to bay management. The University of Quintana Roo (UQROO) facilitated a series of seminars that provided a forum for discussion of key issues such as governance and bay water quality. A bay fair and an international symposium on scientific, legal, and socio-economic information were both held in FY 2001. A working group has been formed to develop a status and trends report and advance efforts towards a proposal to fund strategic elements for integrated management of the bay and its watershed. Products such as a bibliography of existing information and proceedings of the conference have been developed and will be printed in early FY 2002. The democracy and environment program linkages through USAID/Mexico led to six exchange visits between Chetumal and Sarasota, Florida. This permitted sharing of experiences on both bay management and integrated water management programs in Sarasota for possible application in Chetumal Bay. At the institutional level, the UQROO ICM project became a University recognized program with the hiring of a new director and four dedicated staff. The proposal for establishing a “center” for coastal management is currently being reviewed.

Status of FY 2001 Activities

	<i>completed</i>	<i>ongoing</i>	<i>modified & ongoing</i>	<i>discontinued</i>
CH.1 Consolidate Information, Issues, Stakeholder and Decision-maker Support in Chetumal Bay				
Bibliography	X			
Bay Symposium	X			
Bay Prospectus of key issues		X		
CH.2 Catalyze Stakeholder Participation RedMIRC				
Bay fair and related products	X			
Plan of Action for 2001 for the RedMIRC	X			
CH.3 Participate in Sarasota Exchange Program				
Lessons-learned documentation	X			
CH.4 Viable Community-based Bay Tourism				
Business Plan and Market Study	X			
Strategy for replication of Laguna Guerrero experience		X		

Overview of FY 2002 Activities in Chetumal Bay

Activities will be focused on increasing the support, outreach, and dialog with a broad group of stakeholders and identifying a proposal for integrated management in the Chetumal Bay watershed (the boundaries of which will be defined by program). Outreach and extension will continue to build a bay identity and generate support for integrated approach to bay management. The August 2001 symposium is leading to preparation of a status and trends report this year. A working group which *Red MIRC* will help establish, but which is independent of *Red MIRC*, will coordinate stakeholder involvement in this process. This profile will lay the groundwork for the design of an integrated bay management project, a priority of the Meso-American Barrier Reef Initiative. It is also a focus of Belize-Mexico Alliance (BEMAMCCOR).

It is important to note here that an administration structure for managing the bay and adjacent areas is already established through the Manatee Sanctuary. The initial analysis of this reveals that the structure/basis for a “multi-stakeholder” administration already exists or in some cases, is just being finalized by the state Secretary of the Environment (SEDUMA). SEDUMA has formed an advisory

committee, Sanctuary working group, and four sub-committees, and is working towards creating a trust fund. Within this structure, there is a large representation from various stakeholder groups such as NGOs, universities, civil society, government representatives, and investors. Therefore, the project will aim to analyze the existing framework and identify ways to strengthen the structure and its implementation towards integrated management of the bay.

UQROO matching funds will be devoted to several complementary activities, including the UQROO coastal management center operation and staffing; establishment of programs to promote participation management in local ejidos and communities, and development of a course, “Planning in Latin America” in conjunction with University of New Mexico.

FY 2002 Activities and Deliverables

The following tasks CH.1 through CH.3 describe the planned activities for FY 2002 that will be executed by CRC and project partners.

Task CH.1 Strengthen the Management of Chetumal Bay and its Area of Influence.

Building upon the outcomes of the Chetumal Bay Summit in August 2001, the *Red MIRC* Network will form a working group of five citizens representing various sectors (NOTE: key institutions are already represented in the various committees established by SEDUMA, as clarified above) in Quintana Roo to work on specific products to advance management in the bay and surrounding areas (including Chetumal and Rio Hondo). UQROO and ECOSUR will take the lead in compiling information to complete the diagnosis of status and trends of the bay. This will be the foundation of the *State of the Bay* report, which will outline the current state of natural resources, socio-economic, and governance issues. It will also define priority issues and address opportunities to achieve an adequate management for the bay and adjacent areas of influence with recommendations for a strategic framework. The state of the bay report will be developed in a close working relationship with the working group.

Once the Status and Trends report is complete, management issues identified, and the “State of the Chetumal Bay” published, the next steps will be to outreach and promote its application by the stakeholders in order to promote a multi-stakeholder management of the bay. In order to have significant influence at the decision making level (government), ICM partner groups need to work on a two-way approach. One approach is to work from below, in which *Red MIRC*, other key NGOs and the working group will play a key role in helping to define priorities and actions for groups outside of the government structure. The other strategy is to work with top level decision makers, to promote the need to adopt new approaches for bay management within the institutional decision making level. UQROOs role is to define new approaches and promote existing approaches to advance a multi-stakeholder management for the bay, and to help coordinate the efforts of the two-strategy approach. URI and USAID/Mexico will support the effort and help to promote these activities at both levels.

Deliverables:

- 1) Working group formation (January)
- 2) Social and governance diagnosis. (December)
- 3) Publication of the, “*State of the Chetumal Bay*”, including priority management issues. (April)

Task CH.2 Catalyze Stakeholder Participation Process for Bay Issues.

Red MIRC will continue to work as a network, with the participation of UQROO and ASK. As noted above, the C³RM program will provide support to *Red MIRC* to support the Chetumal Bay Working Group. However, *Red MIRC* will seek external funding for support for general program implementation. The UQROO will continue to hold monthly seminars on ICM, as a forum to discuss bay issues and other

relevant topics in coastal management. The UQROO will regularly update their WWW page as a means to transmit information and promote ICM in the region.

Deliverables:

- 1) Monthly seminars on ICM (monthly)
- 2) Functioning website of UQROO (Jan, May, Aug)

Task CH.3 Implement Laguna Guerrero Business Plan and Develop a Regional Vision for Sustainable Tourism in Chetumal Bay.

The implementation of the business plan, in conjunction with the work of MIRC in the community over the last few years, will facilitate the establishment of a model and methodology for promoting ICM within ejidos, and linking ejidos to broader regional decision making. This model can be applied to other coastal ejidos in Quintana Roo. Given that the Sanctuary management program restricts activities such as agriculture, forestry, livestock, and allows low impact tourism, all these ejidos are now looking for ways to develop tourism. Therefore, this activity aims to contribute to dual goals of alternative livelihoods and natural resource management.

The focus of this year will be the implementation of the business plan developed in Laguna Guerrero in collaboration with the ejido and government programs promoting community development and tourism. The business plan seeks to build on the community interest and the training received by group of young adults, so that the ejido will invest in projects related to sustainable tourism. This type of tourism is permitted within the Chetumal Bay protected area and favors the adoption of ICM. UQROO will work with the community to seek financing from government sources or local banks for the projects; the community Guide Group, will then be responsible for loan re-payment.

UQROO will continue to facilitate the process; however, they will transfer more responsibility to the community to take leadership of their own program. The project will help build linkages to programs offered by the municipality, state and federal government and will initiate discussions with other communities and government to determine opportunities to promote community-based tourism as a tool to implement the actions of the Chetumal Bay Protected Area. With complementary funds, the UQROO will also continue to advance community-based ICM extension activities in coastal ejidos and communities.

Deliverables:

- 1) Contract for bank loan, or other funding sources for Guide Group to implement business plan (Sept)
- 2) Promotion materials for Laguna Guerrero as a destination for alternative tourism (July)
- 3) Regional vision to promote alternative tourism in Southern Quintana Roo (Aug)
- 4) Recommended actions and follow-up steps for the municipal and the state government (Sept)

C. Regional/International Quintana Roo

<p>Life of Project Goals for the Quintana Roo Region</p> <ul style="list-style-type: none"> • Sustained funding and a supportive policy process to sustain and expand management initiatives in participatory integrated coastal management within the region. 	<p>FY 2002 Objectives</p> <ul style="list-style-type: none"> • Establish a permanent physical presence and functioning program in the Xcalak Peninsula through the Mahahual Coastal Station. • Propose a monitoring plan for the Costa Maya that will serve as a platform to attract investigators, students, courses, and extension workers • Consolidate the capacity of UQROO MIRC Center program in order to implement integrated management of coastal resources.
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Progress in Quintana Roo Regional Efforts

A significant advance in regional ICM policy and investigation was made this year when Mexico's National Commission on Science and Technology held a workshop in coordination with partners and stakeholders to identify priority ICM funding opportunities in the Yucatan Peninsula. Additionally, the partners participated in Meso -American Barrier Reef meetings, where funding has been allocated for Xcalak, Chetumal Bay, and regional alliances. The project performed an evaluation and needs assessment of the 11-member organization of the Belize-Mexico Alliance for Management of Common Coastal Resources (BEMAMCCOR), that was followed up by a 3-day workshop in December 2000, and formalization of the coalition's terms of reference in March 2001.

The UQROO initiated efforts to develop a regional working group and database in collaboration with the URI-UQROO project to promote GIS as a tool for decision-making. A user-friendly Costa Maya database was developed on CD and unveiled for use by local officials and stakeholders. The Mahahual Station has advanced through several design and permitting steps. While the construction of the station has been delayed, the ASK and UQROO have begun to address critical issues regarding sustained funding, operation, program development, and leadership. The team established a set of preconditions, which will be completed prior to construction of the center in FY 2002.

	<i>completed</i>	<i>ongoing</i>	<i>modified & ongoing</i>	<i>discontinued</i>
QR. 1 Participate in Regional Initiatives				
Short Term Action Plan BEMAMCCOR	X			
QR. 2 Construction and Program Development for Mahahual Coastal Station				
Constructed station		X		
Business Plan and operational plan		X		

Overview of FY 2002 Work in the Quintana Roo Region

The Mahahual Coastal Station will be constructed this year through a grant to ASK from the Japanese Embassy. The land on which the station will be built is owned by UQROO. The two institutions are in the process of preparing a business plan that will govern the operations and sustained funding of the station. Activities are expected to include monitoring coastal development, supporting the creation and

exchange of scientific information and assisting in bringing knowledge about the environment into land and coastal development decisions through future program initiatives.

The project will work in collaboration with the URI-UQROO partnership in Geographical Information Systems (GIS), funded by the USAID Partnering in Higher Education Program, to advance GIS tools in the Costa Maya and the Yucatan Peninsula. This will complement other regional activities promoted by other Mexican and international donors.

FY 2002 Activities and Deliverables

Task R.1 Construction and Program Development for Mahahual Coastal Station.

UQROO and ASK are collaborating in the design, construction and program definition of the Mahahual Coastal Station. With funds leveraged from Japan, USAID and the partners, the Center will be constructed this year. The station will establish a physical presence on the Costa Maya, and will serve both as a field station for UQROO and ASK and a demonstration project of *Normas Practicas* for low impact development. A modest interpretation/information center and training space are incorporated into the Center's design. Center-based programs will be developed (with additional funds) to monitor the implementation of *Ordenamiento Ecológico* Land Use Plan, advance research (physical and social science) on the Meso American Barrier Reef and associated land areas, train students and professionals in elements of low impact design, sustainable development and resource management. USAID funds will directly support staff and program development for the first year, while the center initiates mechanisms towards self-sufficiency.

Deliverables:

- 1) Formal agreement between ASK and UQROO on the operation/management of the station (November)
- 2) Constructed station (April)
- 3) Business plan for programs, operation and maintenance (April)
- 4) Person contracted to coordinate station (March)
- 5) Annual workplan (April)

Task R.2 Identification of Monitoring Indicators for Costa Maya.

Working in conjunction with the OET Committee and the users of the Mahahual Station, the project will develop recommendations for a monitoring plan to track the effectiveness of the OET as a development tool for low-impact tourism. Activities will include the evaluation of current information and monitoring activities to identify biophysical and socio-economic factors to be monitored in the Costa Maya. Existing information may be supplemented with additional fieldwork using the Rapid Rural Appraisal Method. This will provide information to help establish a baseline and provide input to indicators that can then be used by the Costa Maya OET Oversight Committee and researchers.

Deliverables:

- 1) Technical report providing recommendations for establishing a monitoring plan and the process of implementation. (August)
- 2) Documentation of the process and analysis of the committee functions (September)

Task R.3 Build Capacity for the UQROO MIRC Center.

UQROO has committed financial and human resources to the ICM program. In June 2001, three new professors/ researchers were contracted with funds provided by the University. This year, efforts will provide the opportunity for new MIRC members to take enrichment courses in integrated coastal management (one in the CRC-URI Summer Institute, another in the Institute of Ecology in Xalapa and another in the course given by the University of Guadalajara). This will also provide the UQROO/URI team with an opportunity to evaluate the other ICM courses in Mexico, as input for future UQROO/URI sponsored programs. Additionally, the UQROO will develop mechanisms to promote effective multi-disciplinary and interdisciplinary team work and develop relevant skills and methods (group discussions, group work, shared decision making, information sharing, conflict resolution, information flow, a common vision, mutual respect, and ethics). UQROO/URI will review existing institutional capacity tools to establish a protocol to track progress to set programmatic priorities within their program.

Deliverables:

- 1) Three professors trained in ICM. (Nov, May, June)
- 2) Assessment of ICM training activities in Mexico (Sept)
- 3) Institutional Capacity Tool developed and used biannually by UQROO (December)

Task R4. Advance Geographical Information Systems.

The UQROO and ASK have developed an interactive CD of the Costa Maya GIS System (SICOMA) which has been presented to authorities. This will be reviewed for technical and legal aspects and finalized for distribution on CD and the www. The site will be advertised for use by the UQROO and ASK. Feedback will be sought by users to determine its effectiveness and to understand how this tool can be enhanced for use by decision-makers, practitioners, developers and scientists. While the ultimate goal is publish this on the www and make all information available to the public, there are political issues which need to be addressed by the team. This includes approval from government agencies to make this information public, passage of a Mexican bill on “freedom of information,” and increased demand by the stakeholders.

Deliverables:

- 1) Publication and distribution of CD (extent of distribution depends on government policy) (June)
- 2) WWW site completed (extent of information presented will depend on government policy) (September)

Task R5. Promote ICM at the Regional Level.

This year’s efforts will continue to establish linkages with other actors involved in ICM in Mexico as a means to build capacity of partners and activities in Quintana Roo while contributing to the field of ICM regionally and nationally. Efforts will be focused on sharing experiences regarding coastal management with colleagues in universities, NGOs and the three levels of government, as well as at the community level. This will complement the activities listed above in Chetumal Bay and the Xcalak Peninsula. Efforts will include meetings with other programs, exchange visits, and participation in conferences and workshops.

Deliverables:

- 1) Directory of organizations that promote ICM in Quintana Roo (June)
- 2) Regional meeting on ICM (August)

PART III - GULF OF CALIFORNIA

A. Bahía Santa María Estuary

<p style="text-align: center;">Life of Project Goals For Bahía Santa María</p> <ul style="list-style-type: none"> • Demonstrate integrated bay management in Bahía Santa María through the development and adoption of a Bay Management Plan. 	<p style="text-align: center;">FY 2002 Objectives</p> <ul style="list-style-type: none"> • Complete the review, adoption and public distribution process for the Bahía Santa María Plan. • Strengthen the Committee for the Conservation and Development of Bahía Santa María as the coordinator and champion of plan implementation. • Implement early actions for one key sector of the bay plan aimed at improving government decisions and bay user choices in resource use. 15% of all plan will be initiated.
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Progress in Bahía Santa María

Final review of the Bay Strategy Plan and implementing mechanisms are underway by the municipalities of Angostura and Navolato, who have already endorsed the policies and actions in the draft document. It is anticipated that the two municipalities will formally adopt these early in FY 2002. The project leveraged funding from the North American Wetlands Conservation Act, the Packard Foundation and the Ford Foundation for implementation. Early actions have been initiated, with a focus on projects that combine community improvement and economic return in coastal villages, including management of village solid waste, oyster culture and shrimp processing waste. These activities emphasize the involvement of local women's groups interested in economic activities. The project made initial contacts with the SEMARNAT gender and environment program to advance ICM as a mechanism for addressing key development issues.

FY 2001 Status of Activities

	<i>completed</i>	<i>ongoing</i>	<i>modified & ongoing</i>	<i>discontinued</i>
BSM.1 COMPLETE THE BAY PLAN				
Printed Draft Plan for Bahía Santa María Management		X		
BSM.2 IMPLEMENT AN OUTREACH PROGRAM				
Outreach calendar of products linked to plan adoption process	X			
Posters and pamphlets on key management themes	X			
Catalog of press clippings	X			
BSM.3 SUPPORT FORMALIZATION OF BAY PLAN IMPLEMENTATION STRUCTURES				
Legal documents	X			
Feasibility analysis of Federal Coastal Zone (ZOFEMAT)concession		X		
BSM.4 INITIATE PILOT SCALE IMPLEMENTATION ACTIONS				
Criteria for community outreach program seed projects	X			
Photo exposition of completed community projects		X		
Workshop proceedings from mariculture training	X			
Report on the implementation of third priority activity		X		

Overview of FY 2002 Activities for Bahía Santa María

Adoption of appropriate management mechanisms and initiation of implementation will be the priority this year. The Bahía Santa María Bay management process will include promoting the adoption of a single resource management plan by the two municipalities and creating a trust fund for bay conservation and development supervised by formally created Committee for Conservation and Development (CCD). Early implementation actions focus on projects that combine community improvement and economic return in coastal villages. The CCD has selected activities of special interest to women's groups. The state of Sinaloa has reactivated the process to complete an environmental ordinance (OET) for the coast. Policies and actions from the Bahía Santa María program will be submitted for incorporation into this OET. This will reinforce our implementation strategy and provide a framework for similar local efforts in Sinaloa's other nine major lagoon systems. Project activities will build on last year's effort and will support development of a program on good management practices in mariculture to be funded by other donors.

FY 2002 Activities and Deliverables

The following tasks BSM.1 through BSM.4 describe the planned activities for FY 2002 that will be executed by CRC and project partners.

Task BSM.1 Complete the Bay Plan.

The final document entitled MANAGEMENT STRATEGIES FOR THE CONSERVATION AND DEVELOPMENT OF BAHÍA SANTA MARÍA, has been publicly reviewed and has been approved by both Municipalities in the management area. The document consists of three parts: executive summary, management strategies, and technical appendix. The last phase before printing consists of final professional editing; a final technical revision by four selected national experts; format the final document for printing; print and distribute 500 copies and present the document in an official public ceremony with the participation of principal stakeholders, project partners and municipal, state and federal authorities.

The State of Sinaloa, through its Department of Ecology, has recently (September 2001) contracted the Autonomous University of Sinaloa (UAS) for the preparation of the Coastal Ecological Ordinance of the State of Sinaloa (OECES). The CIMEX and the CCD will be involved and be a part of the technical team that will develop the OECES. CIMEX will promote the inclusion of the general strategies of the BAY PLAN in the OECES as part of the main document, and provide the complete version of the BAY PLAN to be included as an appendix in the OECES finished version.

Deliverables:

- 1) Bay plan printed and distributed (February).
- 2) Outreach brochures and posters (February)
- 3) Official Public Act presenting the Bay Plan (March)
- 4) Inclusion of the Bay Plan in the Municipal Ordinance of Navolato (June)

Task BSM.2 Implement an Outreach Program.

A part time community promoter will be hired and located in the La Reforma field office. Public outreach activities will focus on communicating and fostering broad-based participation of two target groups: 1) local and state media representatives, and 2) a local community group. CIMEX will develop a project proposal for involving the media in the management process for the bay, including building awareness through a series of discovery field trips where media representatives can interact with bay

communities, stakeholders, and fragile ecosystems reflecting the management issues of the bay plan. CIMEX will also develop a project proposal to build up and increase environmental education capacity within a local women's group targeted for implementation of early actions this year. Local institutions and NGOs will provide in-kind funds.

Deliverables:

- 1) Design of the outreach program for media representatives (December)
- 2) Discovery field trip for media representatives (February)
- 3) Execution of environmental education programs (February-June)

Task BSM.3 Support Formalization of Bay Plan Implementation Structures.

BSM 3.1 Bahía Santa María Trust Fund.

The Committee for the Conservation and Development of Bahía Santa María (CCD) is promoting a new financing structure to strengthen the implementation of the Bay Plan. This new structure is a Municipal Trust Fund (Fidecomiso), decreed by both municipalities and operated through a Technical Committee (the old CCD) and a local bank. The legal framework for the creation of this Trust Fund is in its final legal review. The next steps are to discuss and approve the legal proposal in the CCD, promote the initiative in both Municipalities, and finally decree the Trust Fund. CIMEX, in conjunction with the CCD, a legal expert, and municipal representatives, will promote these activities.

Deliverables:

- 1) Legal proposal discussed and approved by CCD (November)
- 2) Legal proposal submitted to both Town Halls for discussion and approval (April)

BSM 3.2 Internal Operating Rules for the CCD/Trust Fund.

CIMEX, in conjunction with the technical committee of the CCD and a legal advisor, will develop written procedures for project administration and decision making by working groups and collaborating partners. Once developed and discussed within the technical committee, these sets of guidelines will be presented to the executive committee of the Trust Fund, when created, for discussion and approval.

Deliverable:

- 1) Internal Operating Rules for the CCD/Trust Fund draft developed, approved, and adopted (March)

Task BSM.4 Support for Implementation Actions.

BSM 4.1 Training and Support to Community Projects Network.

The project will provide funds for the La Reforma field office. Efforts will focus on support for developing or executing conservation-based enterprise pilot projects. Technical assistance will be made possible through working agreements with several local institutions including UAS, CIAD, CREDES, Servicio Estatal de Empleo (SEE) and Colegio Nacional para la Educación Profesional (CONALEP). Project team will work with community leaders to write and submit proposals for funding by Mexican government programs. The three projects identified for early action are 1) producing flour from fish and shrimp byproducts, 2) developing an oyster aquaculture project and 3) implementing a solid waste recycling program.

Deliverables:

- 1) Written design and funding proposals submitted for 3 pilot projects (February)
- 2) Capacity building workshop for the three pilot projects (February)

BSM 4.2 Proposal for State Conservation Area, Malacataya Wetlands.

CIMEX will update and complete the Malacataya Mangrove reserve proposal for presentation to the State as a State reserve. Newly available satellite and ZOFEMAT information will be added to GIS and maps to designate areas and buffer zones. Fieldwork will be implemented to verify vegetation, and fauna resources and use policies.

Deliverables:

- 1) Revised proposal for the Malacataya Wetlands as a State reserve (February)
- 2) Submission of proposal to the State Department of Ecology for discussion (March)

BSM4.3 Good Management Practices in Shrimp Aquaculture for the Conservation of Coastal Wetlands.

One of the priority tasks that was discussed during the first year working with shrimp producer stakeholders was a complete characterization of the aquaculture shrimp industry in Sinaloa. This profile should then be enhanced by means of a field survey on a statistically representative number of shrimp farms, as suggested by Haws, Boyd, and Green in their work with shrimp farmers in Honduras. The resulting profile will help define the characteristics of the shrimp farm industry in Sinaloa as a basis for establishing a good management practices program

Regarding management strategies for Bahía Santa María, one main concern is the large amount of by-catch in the form of larvae, post-larvae, and fingerlings of various species of crustaceans, fish, mollusks, etc., that get trapped and die because of the water intake pumps of some shrimp farms. A small case study in one shrimp farm in Bahía Santa María is proposed to further evaluate this problem.

A part-time Aquaculture Officer will be hired by CIMEX to aid in the coordination of these tasks. Leveraged funds will be sought locally as well as through other international agencies and foundations.

Deliverables:

- 1) Survey and field program design (March)
- 2) Final report of findings and analysis (July)
- 3) Presentation of result in a workshop with stakeholders (August)

B. Regional Gulf of California

Life of Project Goals for Gulf of California Region <ul style="list-style-type: none">• Contribute to the proposed regional conservation and management initiative in the Gulf of California	FY 2002 Objectives <ul style="list-style-type: none">• Recommendations and proposal for adapting good tourism and mariculture practices, for application to both the ongoing regulatory process and for associations of facility operators and developers.• Develop a proposal for an implementation framework for the Marine environmental management plan based on global experiences with regional marine initiatives• Strengthen the Alliance for sustainability of the coast of Northwestern Mexico through its regional vision and participation in review of Escalera Nautica proposal, as well as in marina projects in three sites.
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Progress in Gulf of California

The CRM II partner, Conservation International, has been a leader in the region in bringing together stakeholders to define management issues and actions. The project team has participated in two key regional events of stakeholders to understand the regional context and to define appropriate regional activities for the USAID project. In February, 2001 the Government of Mexico announced the initiation

of a project to create a network of 24 tourism-oriented marinas along the Pacific and Gulf coasts. This galvanized regional attention and concern on conservation and development priorities. State and municipal level environmental planning has also received greater attention. As a result, the CRC-CI team has embarked on a preliminary strategy to advance efforts in the use of best practices for recreational marinas, coastal tourism and shrimp mariculture as a key element to contribute to regional management. Case studies developed this year on regional governance (Wadden Sea and Chesapeake Bay) will be used in FY 2002 as input to the dialog on regional management associated with the Gulf-wide Marine Ordinance. The majority of funds committed for FY2001 have not been expended, and will included as carryover in FY2002 to complete the activities planned.

FY 2001 Status of Activities

	<i>completed</i>	<i>ongoing</i>	<i>modified & ongoing</i>	<i>discontinued</i>
GOC-R.1 LEARNING BY EXPERIENCE IN THE GULF OF CALIFORNIA				
Report on options for governance structures and processes for the Gulf of California		X		
Document on selected site-based experiences in ICM		X		
GOC-R.2 CONSERVATION INTERNATIONAL WORKSHOP ON PROJECT CYCLE MANAGEMENT				
Work session results report		X		
GOC-R.3 LEADERSHIP CAPACITY BUILDING IN ICM				
Concept Paper on regional ICM leadership training activities		X		

GOC-R.1 Support to the development of Regional Vision and Response Capability, ALCOSTA (Alliance for the Sustainability of the Coast of Northwestern Mexico).

Assist the Center for Investigation and Development (CIAD in Spanish) technical team in completion of a regional vision process for ALCOSTA, and development of a program of activities and training. Provide assistance to ALCOSTA in defining its role in the review process for the Escalera Nautica, and preparing a strategy to promote public involvement the regional impact assessment process, and define and strengthen civil society role in developing site based plans

Deliverables:

- 1) Participation in ALCOSTA work session (January)
- 2) Regional vision statement for the ALCOSTA and strategy proposal for supporting public review of a development project of regional concern (September)

GOC-R.2 Introduction of Good Marina and Mariculture Development Practices with the Private Sector and Civic Associations in the Gulf Region.

Good management practices will be promoted as a tool to advance critical management priorities among key stakeholders within the region. Assistance will be provided to the marina and conservation communities in understanding these marina good management practices standards and the extent to which existing operations are meeting them, as well as how they can be applied to improve existing recreational ports and aid in making wise choices about the development of additional facilities. The first step will be a visit to the region by international experts in marina development.

Deliverables:

- 1) Reconnaissance report (December)

- 2) Recommendations on introducing good marina practices through the private sector, civic associations and regional plans (February)

GOC-R 3 Support to Regional Approaches for Integrated Coastal Management.

The 22-marina project, known as the *Escalera Nautica*, has raised interest in completing the regional marine environmental ordinance, the *Ordenamiento Ecologico Marino* (OEM). which among other things calls for a regional environmental impact assessment of the tourism project.. State and municipal level environmental planning, carried out through OETs, have also been recognized as a high priority by Mexican officials. In FY 2002, CRC and its partner CIMEX will work on defining implementation mechanisms for the OEM. , This planning effort will need to be linked with state level planning and decision-making and can draw important insights from related world experience such as the Chesapeake Bay Program. This will include an expert review session on experiences in governing large marine ecosystems, and discussions with Mexican officials responsible for regional marine policy and decision-making. Follow-up to these initial steps could include a session or series of meetings with governors or senior environmental officials of the Gulf states who will have to agree to the policies and implementation measures in the regional plan.

Deliverables:

- 1) Proceedings from round-table discussion (February)
- 2) Co-authored summary on options for structures and procedures for the Gulf of California regional marine environmental plan (June)

PART IV - MEXICO PROGRAM MANAGEMENT

A. Linkages to the USAID Global CRMII Program

USAID/Mexico is utilizing the USAID/G/ENV's Coastal Resource Management II (CRMII) Project to implement the Mexico Program. CRMII is a Cooperative Agreement, implemented by USAID/G/ENV and the University of Rhode Island's Coastal Resources Center, an organization with over twenty-five years of experience in working with partners to formulate and implement effective ICM programs. CRC and USAID/G/ENV have been partners (through CRMI and CRMII) for over fifteen years in assisting USAID countries better manage their coastal resources.

USAID/G/ENV provides oversight of all CRMII activities, including the Mexico Project. Richard Volk is the Cognizant Technical Officer identified by USAID/G/ENV. Day to day management and oversight of Mexico country activities rests with USAID/Mexico. CRC is fully responsible for all fiscal matters related to the Mexico Program including disbursement of funds for subcontracts. The administrative procedures followed by the Mexico Program are consistent with the Cooperative Agreement, which is effective through 2003.

On a programmatic and technical level, interactions between the CRC team leader and USAID/Mexico Director and Program Officers provide for regular communication, information exchange, and coordination with other USAID/Mexico supported activities relevant to the CRM program.

During FY 2002, Mexico will be represented in three cross-portfolio activities carried out through CRC's CRMII program: Women in ICM—Leadership Development; democracy and natural resource management at the local scale; and ecosystem change and estuaries. Each of these will feature cases from Asia, East Africa and Mexico and provide the impetus to develop follow-on activities in the Mexico program.

B. Project Implementation

Approvals

In July of each year, CRC works in collaboration with program partners to assess progress in achieving the Mission Strategic Objective and Intermediate Results, as laid out in the five-year program strategy (1998-2003). This is a time to refine project strategies and to adjust future direction if needed. The Mexico Program annual work plan is presented to the USAID/Mexico Program liaison and to the USAID/G/ENV for approval annually.

Coordination

CRC facilitates internal coordination among project partners, and makes frequent contact with USAID/Mexico regarding current activities and opportunities for linkages with other USAID/Mexico Programs. CRC is responsible for compiling information to contribute to the following reports:

- Semi-annual programmatic reports, including results indicators and financial status (October 2001 and March 2002) for CRMII and for USAID/Mexico.

Project Monitoring

The Mexico Program collects information on indicators set by both the CRMII Performance Monitoring Plan (Intermediate Result 1.4 Water and Coastal Management) and USAID/Mexico (SO1 - Critical Ecosystems and Biological Resources Conserved). Targets are set and are monitored by CRC. Monitoring results are reported through the semi-annual reports submitted to both the CRMII program, and to the USAID/Mexico mission, consistent with respective protocols identified by these offices. USAID/Mexico, in discussion with CRC has recognized the difficulty of monitoring some of the mission indicators, and is working to clarify these with the partners. It is anticipated that the Project Monitoring Program to be developed this year by USAID/Mexico will address these in coordination with CRC.

The project team will participate in the USAID-Mexico Environmental Assessment. Input will be provided to the assessment team for transitional funding and support for place-based initiatives in Mexico as a contribution to USAID Mexico's program for 2003-2008.

Implementation Strategy

CRC provides overall leadership, integration, and coordination of activities that support the USAID Conservation of Critical Coastal Resources Program in Mexico. CRC will continue to provide technical assistance to the Mexico partner institutions in the form of staff interventions, onsite visits and financial support for operations. CRC technical assistance will primarily draw from a cadre of ICM experts within CRC, while providing linkages and resources to encourage exchange with other Mexico collaborators and Latin American colleagues. The CRMII project will also actively work to link the Mexico initiative with other CRMII programs and projects where positive synergies may exist. This includes overall guidance from CRMII's associate director for field programs with substantive interaction among field program staff (from Indonesia, East Africa, and US-based programs) regarding effective tools and techniques for work plan execution; topic-specific sharing such as community-based management in Asia or shrimp mariculture "best practices" in Central America and Tanzania; development of monitoring and self-assessment tools for learning; and full inclusion of Mexico Project activities in CRMII communications products in US. This combined series of activity results in a major "in kind" contribution from the global program to the Mexico Program.

Subcontracts to Key Partners

The majority of the portfolio is implemented closely but not exclusively with Mexican partner institutions. Overall project leadership and management will be the responsibility of the CRC Mexico Project Leader. For each Mexico partner organization a CRC program manager, who is responsible for management of subcontract activities and local program leadership, is identified. This individual is the

primary contact and liaison for project activities identified within their subcontract. This should not infer that only one CRC staff person will work with this partner. However, this relationship will help facilitate the day-to-day management of the project activities.

CRC

P. Rubinoff
P. Rubinoff
D. Robadue

Partner Organizations

University of Quintana Roo – F. May
Amigos de Sian Ka'an - C. Lopez
Conservation International – A. Vilalba/M.A.Carvajal

Each partner has entered into a subcontract agreement for the period of October 1, 2001 to September 30, 2002 with associated terms of reference that detail tasks, responsibilities, deliverables and budgets. Each subcontract will be performance-based, where costs will be reimbursed to the subcontract as stipulated in the contract budget, when deliverables are completed.

Project Communication

Communication within the Mexico Program takes the form of technical reports, manuals, brochures, web pages, and results reports. Each partner, through their subcontract, is responsible for certain products, which will be developed in coordination with the CRC team. Additionally, CRC is responsible for overall project communication, developing bilingual fact sheets on topical or regional themes, project www page, and semi-annual reports.

This year, the Mexico Program will assemble a comprehensive collection of project documents in English and Spanish to support the USAID Mexico Environment portfolio review both in notebook form and compact disk. CRC-URI will also prepare additional written materials as requested.

A chapter on the Mexico experience in Xcalak will be produced in English to be incorporated into another CRMII product, provisionally entitled *Crafting Coastal Management in a Changing World*. In addition, a Spanish article on the Xcalak community management experience from the perspective of Amigos de Sian Ka'an will be completed and translated. The process of estuary management in Santa María Bay will be examined in an article to be prepared in English and Spanish for submission to a professional journal. In all cases in country partners will co-author these documents. Mexico case studies are likely to appear in all three-theme issues of Intercoast to be published by CRC URI during FY 2002, with support from CRMII.

These experiences are also to be featured in training seminars within Mexico and as part of a module in the 2002 Summer Institute in Coastal Management at the University of Rhode Island.

New fact sheets in Spanish and English will be prepared summarizing progress and planned work, as well as a standard set of presentation slides for use by project partners.

Implementation Schedule

Annex 2 contains identifies the major tasks and the schedule of the deliverables. Project timelines will be assessed and updated quarterly by the team.

PART V - FY2001 PROJECT BUDGET

COMPONENT	Total Budget ¹	Partner Carryover from FY01 ²
CRC PERSONNEL		
CRC Personnel		
Rubinoff 12MM		
Robadue 6MM		
Harrington 3MM		
Neville 3MM		
SUBTOTAL (salary & fringe)	\$160,078	
SUBCONTRACTS		
Amigos Sian Ka'an	25,000	6,438
• Mahahual Center Coordination	45,000	22,506
University of Quintana Roo	25,000	12,318
• RedMIRC Alliance	10,000	
Conservation International	40,000	15,632
• Shrimp bridge work (carryover)	9,600	
In-Country Technical Assistance	37,000	
• Marina Reconnaissance	25,000	
• Shrimp Technical Assistance	3,525	
SUBTOTAL	\$220,125	56894
OPERATING		
URI (includes summer institute tuition for 2)	21,000	
Support to Mexico-based T.A.	9,000	
SUBTOTAL	\$30,000	
TRAVEL³		
SUBTOTAL	\$68,613	
SUBTOTAL DIRECT COSTS	\$478,816	
CRC Overhead 24% (excl subcontracts)	\$61,345	
TOTAL	\$540,161	\$56,894

¹ Includes FY2002 allocation, URI carryover

Available FY02 = 500,000 (FY2002 allocation) + 26,890(URI) + 13,271 (USAID-shrimp) = \$ 540,161

² To be applied to FY02 ongoing activities to complete intended work from last year

³ Travel includes 8 exchange trips between QR/GOC, 2 trips for partners to RI, 1 trips to QR, 5 trips to GOC, 7 combined QR/MexCity/GOC, 1 trips to DC, 1 trip for training/field exchange in LAC, and appropriate in-country travel for Mexican-based contractors.

ANNEXES

ANNEX 1 - PROJECT INDICATORS

The following list identifies the anticipated contributions to the intermediate results, reported by USAID/Mexico.

IR 1 Management of Target Protected Areas and Other Critical Ecosystems are Improved

To date, Mexico has contributed a total 372,640 hectares in improved management. The project also contributed 17,937 hectares in effective management (Xcalak Marine Park). No additional areas are targeted for this year. During the next year, the following results are anticipated:

- Adopted Xcalak Marine Park Management Plan.
- Adopted Bahía Santa María Bay Strategy.
- Formalized Committee for Conservation and Development in Santa María Bay with a municipal trust established for the bay.

IR 2 Demonstration & Implementation of Sustainable Use Activities in Biologically Important Areas

- Shrimp mariculture and tourism sectors engage in identifying best development practices, with testing focused in the Bahia Santa Maria Bay region.
- An updated Xcalak Community Tourism Strategy brings stakeholders together to prioritize actions for participation in marine park implementation and tourism development.
- Revitalized community tourism process in Xcalak and Laguna Guerrero provides community with tools to implement low impact tourism within marine protected areas.
- Establishment of a methodology to incorporate good practices into project review in Quintana Roo.

IR 3 Improved Policy for Conservation and Sustainable Use of Biological Resources

- Municipal collaboration in the implementation of Costa Maya environmental management ordinance through the OET Oversight Committee, with the assistance of data from the Costa Maya Geographic Information System.
- Enhanced access to information will increase the effectiveness of permitting and decision making.
- Adoption of Xcalak Marine Park Plan and Bahia Santa Maria Strategy and initiation of implementation actions.

IR 4 Improved Mexican NGO and Professional Capacity for Conservation of Sustainable Use of Natural Resources

- NGO, government, and institutional stakeholders participate in a bay-wide working group and help prepare a status and trends report, which helps identify key issues for Chetumal Bay.
- The Santa María Bay Conservation and Development Committee and its staff assumes a new role in guiding actions in support of the bay strategy, utilizing a logical framework to choose/assess projects.
- Groups participating in early actions meet receive training and meet organizational requirements to apply for Mexican organizations for funding of economic alternative projects.
- The University of Quintana Roo implements a Coastal Resources Management Program that facilitates collaborations with researchers, educators, public officials and community members to advance ICM within the region.
- University staff and other Mexican practitioners receive intensive training in ICM to apply to their projects.
- Regional vision statement for the ALCOSTA strengthens their ability to participate in regional management.
- Implementation of the Mahahual Station enhances collaborative efforts in monitoring and outreach in Costa Maya.

Participation in Workshops/Conferences for FY 2002

- Xcalak Tourism workshop
- Early Action workshops in Bahia Santa Maria
- Attendance at Summer Institute in ICM
- Attendance at Xalapa ICM course
- Participation in the Coastal Society Conference

Proposed Documents for FY 2002

- Xcalak Marine Park Plan
- Bahia Santa Maria Strategy
- Chetumal Bay Social Analysis
- Chetumal Bay, State of the Bay
- Recommendations for developing best Management Practices in the Gulf of California
- Xcalak Master plan and ordinance
- Lessons-learned articles for newsletters and publications
- Program Fact Sheets
- Updated www pages

ANNEX 2 – WORK PLAN DELIVERABLE SCHEDULE

Deliverables	Scheduled Completion											
	O	N	D	J	F	M	A	M	J	J	A	S
XCALAK												
Task X.1 Complete Protected Area Management Plan.												
• Summary Brochure Final Park Management Plan												X
• Signed agreements for implementation actions							X		X			
• Financial Plan for continued reef monitoring					X							
• Documentation of the process												X
Task X.2 Update Xcalak Community Tourism Strategy.												
• Xcalak tourism master plan											X	
• Four training courses for the Xcalak Tourism Cooperative	X			X	X		X					
• Permits and guidance for tours at Isla de los Pajaros					X							
Task X.3 Adopt Guidelines for Urban Development.												
• Master plan and ordinance drafted						X						
• Submittal of ordinance to municipal council						X						
• Work plan and implementation of actions to improve community image			X			X				X		
Task X.4 Implementation of Good Management Practices.												
• Working group formed with goals defined					X							
• Technical assistance to 2 or more projects							X					X
• Process or methodology to evaluate projects												X
CHETUMAL BAY												
Task CH.1 Strengthen Management of Chetumal Bay/Area of Influence.												
• Working group formation				X								
• Social and governance diagnosis draft			X									
• Publication of the “State of the Chetumal Bay”							X					
Task CH.2 Catalyze Stakeholder Participation Process for Bay Issues.												
• Monthly seminars on ICM	X	X		X	X	X	X	X	X			X
• Functioning website of UQROO				X				X			X	
Task CH.3 Implement Laguna Guerrero Business Plan and Develop a Regional Vision for Sustainable Tourism in Chetumal Bay.												
• Contract for bank loan, or other funding sources for Guide Group												X
• Promotion materials for Laguna Guerrero										X		
• Regional vision to promote alternative tourism in southern QROO											X	
• Recommended actions and follow-up steps for the municipal/state govt												X
REGIONAL QUINTANA ROO												
Task R.1 Construction/Program Development Mahahual Coastal Station.												
• Formal agreement between ASK and UQROO		X										
• Constructed station							X					
• Business plan for programs, operation and maintenance					X							
• Person contracted to coordinate station							X					
• Annual work plan		X					X					
Task R.2 Identification of Monitoring Indicators for Costa Maya.												
• Technical report for establishing a monitoring plan											X	
• Documentation of the process/analysis of the committee functions												X
Task R.3 Build Capacity for the UQROO MIRC Center.												
• Three professors trained in ICM		X						X	X			
• Assessment of ICM training activities in Mexico												X
• Institutional Capacity Tool developed/used by UQROO			X									
Task R4. Advance Geographical Information Systems												
• Publication and distribution of CD									X			
• WWW site completed												X

	O	N	D	J	F	M	A	M	J	J	A	S
Task R5. Promote ICM at the Regional Level												
• Directory of organizations that promote ICM in Quintana Roo									X			
• Regional meeting on ICM										X		
BAHIA SANTA MARIA												
Task BSM.1 Complete the Bay Plan.												
• Bay plan printed and distributed					X							
• Outreach brochures and posters					X							
• Official Public Act presenting the Bay Plan						X						
• Inclusion of the Bay Plan in the Municipal Ordinance of Navolato									X			
Task BSM.2 Implement an Outreach Program.												
• Design of the outreach program for media representatives			X									
• Discovery field trip for media representatives					X							
• Execution of environmental education programs					X	X	X	X	X			
Task BSM.3 Support Formalization of Bay Plan Implementation												
BSM 3.1 Bahía Santa María Trust Fund												
• Legal proposal discussed and approved by CCD		X										
• Legal proposal submitted to both Town Halls for approval							X					
BSM 3.2 Internal Operating rules for the CCD/Trust Fund												
• Internal Operating Rules for the CCD/Trust Fund adopted						X						
Task BSM.4 Support for Implementation Actions												
BSM 4.1 Training and Support to Community Projects Network												
• Written design/funding proposals submitted for 3 pilot projects					X							
• Capacity building workshop for the three pilot projects					X							
BSM 4.2 Proposal for State Conservation Area, Malacataya Wetlands												
• Revised proposal for the Malacataya Wetlands as a State reserve					X							
• Submission of proposal to the State Department of Ecology						X						
BSM4.3 Good Management Practices in Shrimp Aquaculture												
• Survey and field program design						X						
• Final report of findings and analysis										X		
• Presentation of result in a workshop with stakeholders											X	
REGIONAL GULF OF CALIFORNIA												
GOC-R.1 Support to the Development of Regional Vision and Response Capability, ALCOSTA												
• Participation in ALCOSTA work session				X								
• Regional vision statement for the ALCOSTA and strategy												X
GOC-R.2 Introduction of Good Marina and Mariculture Development Practices with the Private Sector/Civic Associations in the Gulf Region												
• Reconnaissance report			X									
• Recommendations on introducing good marina practices					X							
GOC-R 1.2 Support to Regional Approaches for ICM												
• Proceedings from Round-table discussion					X							
• Co-authored summary on options									X			



CONSERVING CRITICAL COASTAL RESOURCES IN MEXICO

